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TCS-~~2363~~-64/KH
8 June 1964

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MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Planning, Scheduling and Directing the TID Work Effort

1. From TID's point of view, the direction and scheduling of the national PI activities is presently very well carried out. Over the last six months, TID has developed an effective working relationship with PAG for providing support to the national PI effort. Project scheduling, priorities, project scope, etc., are all coordinated and effectively handled between TID and PAG. In coordination with PAG, TID continues to work on minor problems within the major scheduling effort, but over-all the scheduling operation is being well directed. This permits TID to better direct and plan its national PI support effort.

2. A parallel working relationship is being developed with PID to handle departmental PI support work. This relationship, though not as far advanced or currently as well worked out as the relationship with PAG, is well in hand and poses no immediate problems.

3. Direct support of the PI activities, both national and departmental, accounts for approximately one-third of TID's work effort. Of the remaining two-thirds, all but a token amount falls in the category of national general PI and non-PI support. This work effort is comprised of a wide range of activities including: the directing of film titling, film evaluation, plotting, coverage statistics, attitude and time determination, ephemeris and other work performed for each mission; the analysis of new camera systems, preparation of technical manuals and evaluation of test materials; the compiling of coverage statistics and preparation of technical briefing boards; support of the PET and other system performance studies; and other technical work. The majority of this work is performed in accordance to standing requirements for handling each mission coming into NPIC and for providing technical support to the Center. The remainder of the national non-PI work performed by TID is in compliance to work requests from a variety of sources received via several channels. These requests for work accomplishment are for the most part received directly by TID and processed through the Operations Staff to record the request and establish a project number. TID usually suggests the priority that should be placed upon such projects, because TID is in the best position to evaluate the urgency and estimate the work effort involved. Additional requests for TID support received through the Operations Staff are given a priority prior to assignment to TID. The above procedures are working very well.

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4. Operating under the general policy that national projects have precedence over departmental projects, and adhering to the priorities for PI projects established by PAG and PID, TID schedules its work effort accordingly. Guidance on work priority for non-PI projects is provided by the Chief, TID. Just preceding and following the input of a new KH-4 or KH-7 mission, TID's workload suddenly reaches a peak. During this peak period, very careful project work scheduling must be maintained so that TID can continue work on national PI projects yet simultaneously devote extensive effort on the new input. When necessary, and in coordination with PAG and PID, project due dates are adjusted so that both PI and mission processing requirements are accomplished within the time limit prescribed. During this period, TID usually has to resort to a certain amount of overtime applied both to PI and non-PI projects. Other than during these peak workload periods, conflict between PI and non-PI projects is usually not a difficult problem. The balance of work effort between national PI and departmental PI is worked out with the close liaison between TID, PAG and PID.

5. As a result of positive direction from PAG, better liaison with PID and improved housekeeping within TID, the Chief, TID, feels that for projects worked primarily within TID he can now adequately direct the work priorities without further guidance. This was not the case six months ago. The Chief, TID, anticipates that he will be able to continue adequate internal direction and guidance of priority work efforts carried on within his Division. However, when a non-PI project involves other divisions in addition to TID, then TID consults with the Assistant for Operations in establishing or adjusting priorities. The priority of one such project that is under discussion at the moment is the TID film evaluation reports. TID is requesting that the priority of these reports be upgraded so completion will be accomplished more rapidly than at the present. The reports involve TID, the Publications Division and the Production Services Division.

6. For some non-PI projects worked in TID the determination of whether the project will be designated as a national or a support project continues to be a gray area that needs clarification. There is not now, and there may not be, a clear line of distinction here. An example of such a project is CIA/OSA requesting TID to conduct a camera system performance evaluation of a 112B camera test. The requester is departmental, but the scope is

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certainly national. The same question comes up when a similar request involves '0' material. As the Assistant for Operations is responsible for the control and assignment of all non-PI work, this determination is, for the most part, coming from the Operations Staff, but not with the consistency TID feels there should be.

7. The type of work that TID has difficulty finding time to accomplish is characterized by the following: low priority support projects, error analysis, preparing the backlog of statistical information for automatic data processing, developing new techniques, and exploratory analysis.

8. In summary, from the TID point of view the decision to divide the control of NPIC work between the Assistant for Photo Analysis and the Assistant for Operations was a good one. The clear cut establishment of this responsibility has been an assist to TID. At present the scheduling of production for national PI projects is being more clearly defined than for non-PI projects. This is probably due in part to the fact that it is a "cleaner package" to work with. TID does not have a problem scheduling PI and non-PI work that is accomplished primarily within the Division. It does look for and receives guidance and decisions from the Assistant for Operations on priorities and scheduling non-PI projects that involve TID and one or more other divisions within NPIC.

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Chief, Technical Intelligence Division

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